

Space Management Procedure	
Enabling Policy Statement; Executive Owner; Approval Route:	Our Operations - Chief Operating Officer - Operations Committee
Is the Procedure for internal use only (Non-disclosable) ?	Disclosable
Associated Policy Statements:	-
Authorised Owner:	Jo Bell Director of Estates
Authorised Co-ordinator:	Ros Allen, Head of Governance
Effective date:	June 2023
Due date for full review:	June 2027 (with an interim review in June 2024)
Sub documentation:	Estates Project Request Process Design standards – currently in development Space Standards for Offices (January 2023) Space standards for other space types – in development

Approval History

Version	Reason for review	Approval Route	Date
1.0	Procedure created to replace the previous Space Management Policy.	Operations Committee Executive Board	Oct 2023 Oct 2023

1. Purpose

This procedure exists to provide a framework for the management and allocation of the University's space assets. It applies to all owned and leased spaces – except those designated as residential.

It underpins the objective in the policy statement to deliver an unrivalled student experience whilst focusing our research intensity. It is a key component of our commitment to deliver to the relevant legislation and requirements.

It also supports the “Creating Conditions for Success” vision and mission statements, which seek to enable all our colleagues to succeed in their endeavours and to create a fulfilling, appropriately resourced environment and culture that supports all.

The procedure will be used to

- Ensure the provision of fit for purpose space for all University activities through the efficient use of the existing estate.
- Deliver strategic objectives relating to teaching, research, and the staff/student experience through appropriate allocation of suitable space.
- Govern the fair allocation of space based on operational requirements and demonstrated need.
- Identify cost-effective solutions consistent with maximising the utilisation of space.

Space is an important asset that needs to be managed effectively to support the University's goals. As such, this procedure has links with most policy statements as shown below.

- 1.1. Our Colleagues - the provision of space for colleagues to carry out their job roles is a key component of this procedure. It applies to objectives 2.3, 2.4 and 2.6 from the “Our Colleagues” policy statement which refer to talent attraction and the building of a Surrey community.
- 1.2. Our Data - in providing space for University activities the space management procedure also allows for the collection, analysis and reporting of space use. The data used in space management complies with objective 3.1. of the policy statement which is to ensure that data is appropriately controlled, classified and protected.
- 1.3. Our Education - in providing learning environments for students this procedure links to objective 2.4 of the “Our Education” policy statement which concerns the provision of innovative learning environments, on and off campus, building on the hybrid education model.
- 1.4. Our Safety - The space procedure is concerned with the provision and management of space. This is done in accordance with the University's legal obligations and duties, and aligns with the objective 2.1.1 in the “Our Safety” policy statement which commits to delivering an excellent student experience which not only safeguards their safety but that of our colleagues, contractors and visitors.
- 1.5. Our Students - in providing support to our students and creating a Surrey community we allocate, create and manage spaces in which these things can be delivered. This aligns to objectives 2.5 and 2.6 in the “Our Students” policy statement.

In addition to the links to other policy statements, the space management procedure has links with the new Sustainability Procedure due to be fully revised later this year (2023).

2. Scope and Exceptions to the Procedure

The space management procedure defines the way in which space is allocated, managed, and monitored across all University spaces – excluding residential.

It is primarily concerned with existing space but the procedure will also be applied to any new (non-residential) buildings the University added to its portfolio.

3. Definitions and Terminology

Terms frequently used to describe the management of space include:

- **Allocation:** The amount of space allocated to a particular group of people, or distinct part of the organization, is known as its allocation. Allocation can be determined in a number of ways but would usually be justified by a business rationale. Allocation should not be confused with ownership. Space is allocated based on business need, but all space is owned by the University. Allocations can change to meet new or revised business needs.
- **Capacity:** This term refers to the formal capacity of a space. For central teaching rooms this is usually a ratio of 2 sqm per seat in flat rooms and 1-1.5 sqm per seat in raked theatres. This would differ for specialist spaces like laboratories, computer labs, studios etc. For workspaces capacity would vary based on:
 - a. the activities being carried out,
 - b. any adjustments required under the Equality Act 2010,
 - c. and the relevant health and safety legal obligations and duties.
- **Occupancy:** This term refers to the number of people present in a space in a specific timeframe. This is separate from the term “occupied” which would be used to describe a space as in use or not in use without any information about how many people were present.
- **Occupancy Monitoring:** The University uses a variety of methods to monitor occupancy within specific spaces – e.g. Wi-Fi, Bookings, Access Control, Sensors, and physical audits. The data are then used to understand utilisation and the overall efficiency of our space use. The University will introduce new ways of monitoring occupancy as new technologies come available and provide new and/or improved data quality.
- **Utilisation:** This is a term used to express the relative efficiency of occupancy in a given space. It is calculated by dividing occupancy by capacity.
- **Computer Aided Facilities Management (CAFM):** This is an IT system used by Estates departments to manage some or all its responsibilities. At Surrey we currently use Archibus to record our buildings, internal spaces and to manage our planned and reactive maintenance.
- **Estates Management Record (EMR):** The Estates management record is a data collection initiative which began within the sector through the Association of University Directors of Estates (AUDE). The record was established to provide property information to help Estates teams understand current performance and drive improvements. It is commonly used for benchmarking.
- **Association of University Directors of Estates (AUDE):** An established professional association that was set up to promote excellence in the strategic planning, management, operation and development of Higher Education estates and facilities. It offers training as well as frameworks for networking and exchanging best practice across the sector.
- **Transparent Approach to Costing (TRAC):** is a methodology developed to help Higher Education Institutes (HEI’s) cost their activities. It is an activity-based costing system with an annual return

that has been adapted to academic organisations in a way which also meets the needs of the main public funders of higher education. It requires us to maintain a solid foundation of space related data on which we can calculate the required metrics.

4. Procedural Principles

The following principles will be used to shape decisions on the allocation and management of space. They will be applied to existing and new spaces, whenever there is a major refurbishment. They may be applied to a space at any time, regardless of whether there is a specific driver or change being proposed.

4.1. Ownership of Space:

All space is owned by the University of Surrey with various allocations in place based on the strategic, operational, business, and functional needs of the University. Faculties, departments, and tenants are required to work with the Estates department via the Space Management Group on any proposal to allow third parties to use part of the allocated space. The day to day, operational approval of space allocation lies with the Director of Estates. Strategic decisions about space are approved by the Executive Board (EB).

4.2. Allocation of Space:

The allocation of space is not permanent. Requirement, need, and utilisation will be reviewed annually to ensure use is meeting the overall business strategy and aims of the University.

Space will be allocated or reallocated based on requirement, utilisation, and the needs of the University. Schools and departments are required to release under-utilised space and to ensure they are maximising the utilisation of their allocated space. The use of space is not solely a space issue, it impacts our overall environmental performance and the degree to which we can meet our sustainability goals.

Wherever possible, the University will co-locate the activity of discrete academic departments in order to foster a sense of academic community, provide the best service to students and to support collaboration.

Schools and departments are able to assign space according to need within their overall allocation. The Estates and Facilities department should be kept up to date with minor changes through the Computer Aided Facilities Management (CAFM) system. Local administrators will have access to the CAFM system so they can update space use and space types within their allocation.

Allocations, space use and space types should be reviewed regularly by local administrators. Estates and Facilities require all information in the CAFM system to be signed off as up to date and accurate in readiness for the Estates Management Record (EMR) and Transparent Approach to Costing (TRAC) returns.

4.3. Provision of Specific Space Types

Regular work spaces for staff and students carrying out desk based activities will usually be provided in open plan areas where individual desks may be shared or assigned to an individual as required.

Where business, Occupational Health or other needs require a different solution the University

will provide work spaces appropriate to the need on a case by case basis. This may include shared or individual enclosed offices. Further details are captured in the document “Office Space Standards January 2023” – held on the Estates & Facilities SharePoint [site](#). Please contact the Head of Strategic Space Management if you would like a copy and are unable to access the link above.

The need for specialist work areas will be assessed on a case by case basis, usually as part of a larger project or refurbishment.

The University intends to migrate all meeting spaces onto a central meeting room booking system to ensure maximum flexibility and utilisation. Data from this system will then be used to monitor demand and to inform the provision of new meeting spaces. Wherever possible, meeting spaces will be a shared facility and should always be left unlocked. Keys will only be provided if the need is approved by a Dean or the Head of Estates.

The University provides a range of teaching spaces to support teaching and learning. Non-specialist spaces are centrally managed. Specialist spaces are usually locally managed. All teaching spaces (specialist and non-specialist) should be centrally timetabled to ensure maximum flexibility of provision and utilisation. Data from the timetabling system will be used to monitor utilisation of all teaching spaces, and to manage demand against provision.

Students are provided with a range of study and social learning spaces across campus. Some of these are managed centrally – such as the Library, Hive, Nest, Spark. Others, such as departmental social learning spaces, are managed locally. The provision of these spaces will be governed by a space ratio, and this will be agreed as we develop the relevant standards during the course of 2023.

The following space types are also provided by the University. Provision will be allocated in accordance with the space standards authored and owned by Estates & Facilities. The table below shows the space types and the stage of development for the associated standard.

Space Type	Centrally or Locally Provided	Documented in a Space Standard?
Faith Spaces	Centrally provided with local provision to supplement	Not yet – expected 2023
Spaces for Expectant and Nursing Mothers	Locally provided as needed.	Not yet – expected 2023
First Aid Rooms	There is a requirement to provide, and the provision could be combined with Rest Areas below.	Not yet – expected 2023
Rest Areas	There is an aspiration to provide these centrally.	Not yet – expected 2023
Catering Spaces	Centrally provided by Campus Services	TBC
Retail Spaces	Centrally provided by Campus Services	TBC

In determining the amount of space given over to all the above space types, the University takes into consideration the socio-economic status of its staff and students. For example, a senior lecturer may have more choices for working away from campus than an early career researcher or lecturer, who may need more on campus provision. Each department is empowered to make these decisions within their overall allocation of space.

The Space Management Group provides a forum to debate allocations whilst the Strategic Space Manager can advise and also monitors use of space through the CAFM system.

Overall, the University attempts to use its space appropriately to provide an inclusive environment and support the needs of its diverse community. It does this according to the Equality Act 2010 and our EDI Strategy to proactively support the welfare needs of all staff and students.

4.4. Requests for Space & Alterations to Existing Space

All requests for new, additional, or alterations to existing space must be submitted to the Estates Project Management Office (PMO) as soon as a requirement is identified. There will also be an annual invitation to submit requests for projects that may also require additional space. These requests are assessed against set criteria, and with due regard to principles in this procedure, and prioritised accordingly. If budget is assigned, these requests will then be delivered through the Estates & Facilities project process – which can be found [here](#).

All proposed alterations to existing spaces, however funded, should be notified to the Estates PMO in advance of any work taking place. This ensures the correct governance in relation to health & safety, space, design, construction, and operation. It also allows the Estates Team to identify opportunities to rationalise works and capitalise on synergies to deliver as efficiently as possible. All work will be undertaken with maximum consideration to disability and accessibility principles and standards.

4.5. Vacating Space

When vacating space, it is the responsibility of the department or school who have the space in their allocation to arrange for the removal of all personal effects. All waste including confidential or hazardous waste must be disposed of appropriately. A clearance certificate will be required where hazardous substances are removed. Estates & Facilities can provide advice and assistance on this where required.

If the space is being returned to Estates for re-use, and it is not already part of a larger project, the department or school should contact the Facilities Operations Manager and the Estates PMO to discuss the logistics of returning the space and the condition in which Estates will expect it to be returned.

5. Governance Requirements

5.1. Implementation: Communication Plan

This procedure is a revision of the previous Space Management Policy. It has been reviewed by the Director of Estates, Head of Capital Projects, Head of Sustainability, Head of Facilities, Head of Maintenance and shared with the members of the Space Management Group (SMG). The SMG has senior representation from the Faculties, IT, Education, Research and the Chief Student Office.

Stakeholders from the following stakeholder groups have had the opportunity to review and comment on the procedure ahead of it being brought forward to the Operations Committee for final approval.

- EDI
- Health & Safety
- Governance
- IT, CSO, Education & Research have been notified via Space Management Group

The Head of Strategic Space Management has responsibility for ensuring that the Communication Plan is enacted, via meetings with key stakeholders and the Space Management Group.

5.2. Implementation Training Plan

Estates and Facilities commit to ensuring that project managers and those with responsibility for designing space have appropriate EDI training, especially in relation to disability, accessibility and neurodiversity, and the needs of other minority groups.

5.3. Review

It is recommended that the Space Management Procedure is reviewed in 2024 to ensure alignment with the standards documents that are being created and/or reviewed this year. After this it will be reviewed every three years.

5.4. Legislative Context and Higher Education Sector Guidance or Requirements

The University's Space Procedure is underpinned by a number of key pieces of legislation and sector best practice. This includes the following:

- Regulation 10 of the Workplace, (Health Safety and Welfare) Regulations 1992
- Equality Act 2010
- Building Regulations 2010
- CIBSE Guidance which provides standards for building services engineering. Its guidance is internationally recognised as authoritative and sets the criteria for best practice in the profession
- The UK Higher Education Learning Space Toolkit – through which the standards for teaching spaces have been developed
- AUDE - The postgraduate research spatial experience discussion paper, published in 2022 and designed to guide HIE's in the provision of space for post graduate students. Prior to this there were no sector standards for the space offered to post graduate students.

5.5. Sustainability

Efficient and effective management of space has a direct impact on meeting our Sustainability goals as well as the achievement of Carbon Net Zero.

The allocation and management of space will always consider the sustainability impact, particularly the cost in terms of energy and carbon.

Through occupancy monitoring and the analysis of utilisation data, the University Estates department will be able to drive continuous improvement in the efficient use of space which will be a key component of our sustainability deliverables.

6. Stakeholder Engagement and Equality Impact Assessment

The Head of Sustainability and Head of Capital Projects have been consulted and have input into the creation of this procedure. Further work is ongoing with both stakeholders on the development of space standards that will underpin the delivery of this procedure.

6.1. An Equality Impact Assessment was completed on **22/05/2023** and is held by the Authorised Co-Ordinator.

6.2. Stakeholder Consultation was completed, as follows:

Stakeholder	Nature of Engagement	Request EB Approval (Y/N)	Date	Name of Contact
Governance	Document reviewed and approved	N	22.05.23	Ros Allen & Andrea Langley
H&S	Document reviewed and approved	N	17.05.23	Paul Daniel & Matthew Purcell
Sustainability	Document reviewed and approved	N	24.04.23	Martin Wiles
EDI	Document reviewed and approved	N	05.05.23	Jo McCarthy Holland
Capital Projects	Document reviewed and approved	N	02.05.23	Mark Spence
Facilities Management	Document reviewed and approved	N	04.05.23	Eilis Foy
Maintenance	Document reviewed and approved	N	23.05.23	Nicolas Smith
Pro VC (Education) & CSO	Document reviewed and approved as an action from Space Management Group	N	May 2023	Osama Khan / Kerry Matthews
Pro VC (R&I)	Not approved – vacancy			